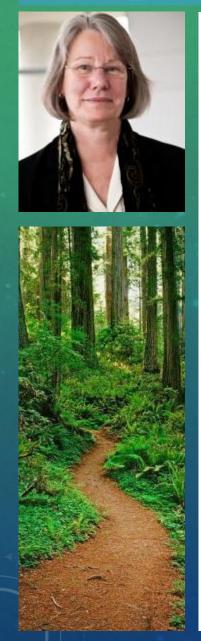
MIDDLESEX COMMUNITY COLLEGE "FORGING A PATH FORWARD" STRATEGIC PLAN 2017 - 2022

Letter from Our President



As we celebrate 50 years of being the college of our community, I am pleased to share with you our new strategic plan – **Forging a Path Forward** - that will guide our institution from 2017 through 2022. Hundreds of students, staff, faculty, and community members have been involved in the planning process and what you will find here is a distillation of their thoughts and a fair representation of their views from their own particular vantage points. The goal of the plan is to be broadly inclusive of all who participated while concentrating on the areas where there was agreement about areas for growth.

Looking forward, five years seems like a very long time; one that comes with a distant end point. But when I arrived in 2011, the college had created just such a plan and, on review, it seems as though that was a very short time ago. That plan gave us the discipline to stay on a course this college community had agreed was important in 2010-2011. On all eleven of the strategic priorities, we have made significant progress. Some of those priorities recur in the 2017-2022 plan, but with the understanding that we will continue to evolve our work to meet the challenges of the day.

Rather than think in static terms about a five-year period of time, I prefer to imagine us operating as though we were in the first year of our strategic plan each year into the future. Yes, we will be guided by the elements in this plan. But there will always be circumstances beyond our control that will require us to adjust our activities. Evolution teaches us that those who adapt survive.

What we will not change is what you will read in our mission and vision statement. We believe students are the center of our institution. By creating meaningful relationships with our diverse population of students and by providing high quality, affordable, and accessible educational experiences, Middlesex Community College helps students achieve their individual goals and become productive, engaged global citizens. That is our North Star and it will guide us every day. We are the college of our community.

Thank you for engaging in this process. Planning is an affirmation of the immense potential of the future and our ability to shape it. Now that we have published this document, we own it and our real work begins.

In partnership, Dr. Anna M. Wasescha

Creating Our Plan

The 2017 - 2022 Strategic Plan was initiated in September 2016. Focus groups were held with students, staff, faculty, the Board of Directors of the Foundation, and the Regional Advisory Council. Online surveys were administered for students, alumni, and industry advisory board members. A survey garnering feedback on the governance model was administered and focus groups related to the governance model were held in each Assembly. Interviews were also conducted with key community partners and high school guidance counselors.

A retreat was held in February 2017 with staff and faculty to provide input into the revised, mission, vision, and values as well as the priorities to be included in the plan, based on the information base. The draft plan framework and initial proposed action steps were shared with each shared governance Assembly and the Board of Directors of the Foundation. Additional campus input was solicited via an online survey after the draft was reviewed. Much of the input has been integrated into the plan document or will be used to inform the implementation effort. The plan was approved by the Executive Council in partnership with President Wasescha.

Executive Council Members ~ 2016-2017

Paul Carmichael, Director of Institutional Research Cheryl Dumont-Smith, Associate Dean of Development Jill Flanigan, Assistant Professor and Vice Chair of Academic Assembly Queen Fordham, Academic Associate and Chair of Student Services Assembly Kim Hogan, Dean of Administrative Services Lauren Katusha, Assistant Director of Admissions and Student Services Assembly Chair Elect Corey Martell, Executive Assistant to the President and Executive Recorder Adrienne Maslin, Dean of Students Steven Minkler, Dean of Academic Affairs Anastasia Pych, Director of Human Resources and Labor Relations Annie Scott, Director of Information Technology and Administrative Assembly Chair John Shafer, Professor and Academic Assembly Chair AJ Texidor, Student Senate President/Student Representative Anna Wasescha, President Students are the center of Middlesex Community College.

By creating meaningful relationships with our diverse population of students and by providing high quality, affordable, and accessible educational experiences, Middlesex Community College helps students achieve their individual goals and become productive, engaged global citizens.



Our Values

Student Centered

Our students come first and are at the center of our decision-making. Every effort is made to address their needs and support their efforts to accomplish their goals.

Respect

We believe that each individual should be treated with respect and dignity and we strive to ensure it is demonstrated in all that we do.

Social Responsibility to Common Good

We believe we have a shared responsibility to cultivating the common good – from environmental sustainability, global awareness, citizenship, and the equity and inclusion of all.

Excellence

We strive to meet and sustain the highest standards of performance in all that we do.

Compassion

We are caring and kind in our interactions and cultivate a culture of compassion and empathy.

- Our diverse population of students are inspired by **our innovative course offerings and wide range of co-curricular activities** to help them become critical thinkers with curious and open minds.
- Students **feel supported throughout their experience**, including individualized advising, personalized services, and easy-to-navigate systems.
- Our professors and staff are our strongest asset. Together, we create a positive workplace climate, where growth and professional development are valued. The college is a "great place to work."
- Our facilities and campus continue to be improved, including more 21st century class room spaces, professional spaces, and social spaces.
- The student experience is enriched through **our wide array of partnerships and relationships** with local employers, industry experts, community organizations, and our alumni.
- We are recognized as **the "go-to choice" for community college** by students, families, and high school advisors.
- We secure sufficient financial resources, both public and private, to continue to support our evolving curriculum and co-curricular experiences and our campus improvements.

Our 2017 - 2022 Goals

Our Students **Goal 1:** MxCC will continue to evolve its curriculum, strengthen student supports and create an enriching and empowering campus experience.

Our Relationships **Goal 2:.** MxCC will strengthen its engagement with the communities it serves, legislative supporters, local employers, those who support our efforts, other funders, and the general public.

Our Campus Community **Goal 3:** MxCC will support its staff and faculty, strengthen workplace culture and campus communication, and evolve its governance model.

Our Infrastructure **Goal 4:** MxCC will continue to invest in and improve our campus facilities and our technology supports.

Commitment to Our Students

Our Communities

Our Alumni

Our Faculty & Staff

Our Students

Students are the center of Middlesex Community College.

We believe....

Students should have the opportunity to realize their full potential.

Supportive relationships, engaging, high impact academic experiences, and personalized supports are critical to that journey.

Students' connections to each other, to our faculty and staff, to our alumni and to their communities are the foundation of their success. Goal 1: MxCC will continue to evolve its curriculum, strengthen student supports and create an enriching and empowering campus experience.

Student Learning

> Student Supports

> > 9

Campus Engagement Strategy 1-1: The academic curriculum of the college will be responsive to shifting workforce demands and student interest and incorporate innovative and emerging teaching methods and delivery modalities.

Proposed Action Steps:

Assess & Prioritize

- Undertake effort to review program viability based on workforce demands and student interest
- Optimize student retention efforts through academic coursework and student supports, especially for first-year students
- Assess continuing education/noncredit programs and determine opportunities for strategic alignment with for-credit curriculum

Pursue Academic Innovation

- Explore development of new academic delivery modalities including increasing high school offerings, developmental education (bridging high school to college), community-based learning, project learning, and workplace learning
- Strengthen curriculum linkages with vocational and technical high school programs
- Implement and evaluate MxCC Accelerated Program (MAP)

Assess & Prioritize

Pursue Academic Innovation

Promote Pathways

Expand Experiential Education

Pursue Workforce Training

Proposed Action Steps:

Promote Pathways

- Continue to augment and promote pathway programs that lead to employment or transfer to 4-year university
- Continue to build reputation of current programs

Expand Experiential and Community Engaged Education

- Develop opportunities for alumni to interact with and enrich student academic experiences
- Expand and enhance internship programs aligned with academic programs and workforce trends
- Continue to strengthen the efforts associated with our Center for Civic Engagement, community engaged learning, and efforts to encourage global citizenship

Pursue Workforce Training

• Develop short-team workforce training programs as a fee-for-service for local employers and/or in partnership with business/industry associations

Strategy 1-2: The support services and systems that underpin a student's experience will be improved, through assessment, reflection, and increased training and communication.

- Develop consistent opportunities for student feedback, including pulse surveys, satisfaction surveys, and other evaluation methods
- Continue to strengthen academic advising processes and provide continuous training for faculty, including implementation of DegreeWorks
- Strengthen awareness of available student services through communications, marketing, and training opportunities
- Develop a "student journey map" for common critical support processes, such as enrollment, financial aid, transfer, graduation, and retention; identify and address areas for clarification, streamlining, or improvement
- Optimize the student orientation process
- Provide training to staff and faculty on available student services as well as key systems related to financial aid issues
- Expand financial literacy opportunities for students
- Garner student input into class scheduling to align with variety of student work schedules
- Articulate a vision for our "Learning Commons" concept and associated physical space

Strategy 1-3: Through college-wide initiatives and events, student clubs, and student leadership development, all members of the campus community will feel connected, enriched, and engaged.

- Develop training program for club leaders as well as additional student leadership development programs for all students
- Strengthen organizational capacity to offer and support a robust array of student clubs and cultural enrichment experiences and events
- Strengthen partnership with the MxCC @ Platt community and develop strategies to encourage student engagement
- Develop college-wide initiatives and experiences that engage the entire campus community
- Expand musical learning opportunities and performances on campus



Goal 2: MxCC will strengthen its engagement with the communities it serves, legislative supporters, local employers, those who support our efforts, other funders, and the general public.



Strategy 2-1: The College will pursue relationships with key legislators, decision makers, collaborators, and other institutional funders to pursue and secure funding, contributing to our financial resiliency as an institution.

- Build awareness of key opportunities and organizational successes with legislators and key decision makers
- Implement data analytics software to develop better metrics and methods for sharing our story of student impact and affordability
- Seek out opportunities to support regional workforce development or other initiatives, aligned with our strengths and academic programs
- Seek out opportunities for collaboration within our systems or with other institutions to maximize funding opportunities



Strategy 2-2: The College will cultivate and deepen its relationships with current and potential donors through an array of approaches.

- Develop a donor recognition strategy including naming opportunities
- Establish opportunities for students to actively participate in development efforts (student phone bank, panels, and speeches)
- Develop corporate supporter cultivation strategy
- Develop a strategic plan for the Foundation of the college to support donor cultivation and fund development efforts
- Develop a coordinated and systemic approach to donor cultivation aligned with the college and state-wide community college system



Strategy 2-3: The College will strengthen its marketing efforts and leverage a wide range of channels to share the story of the College and stories of student success.

- Develop a marketing plan with key messages for target audiences as well as inclusion of a range of media channels (print, TV, radio, social media)
- Establish a campus-wide marketing committee to support marketing efforts and act as ambassadors for the College; include development of a student ambassador program
- Develop a one-page fact sheet, key messages, a virtual on-line campus tour and other collateral materials to support the marketing and promotion of the college
- Develop a training program for parents to provide education on community college offerings and the unique value proposition of MxCC
- Create methods to submit campus news and information to marketing

Strategy 2-4: The College will develop and promote programming to the broader community and strengthen linkages to the business community.

- Develop "open to the community" programming including concerts, plays, lectures, and campus open house events; leverage events to celebrate and amplify campus talent and expertise
- Create "MxCC on Board" program as a leadership development program for faculty and staff including training on non-profit Board service and placement support on local non-profit organization boards or board committees
- Increase promotion efforts related to the use and rental of college space for community events
- Reassess and reinvigorate program industry advisory boards; assess opportunities to connect members to student experience and deepen connection



Goal 3: MxCC will support its staff and faculty, strengthen workplace culture and campus communication, and evolve its governance model.

Strengthen Workplace Culture

> Evolve Governance

> > ACADEMIC ASSEMBLY

EXECUTIVE

President & Administration STUDENT SERVICES

ASSEMBLY

ADMINISTRATIVE

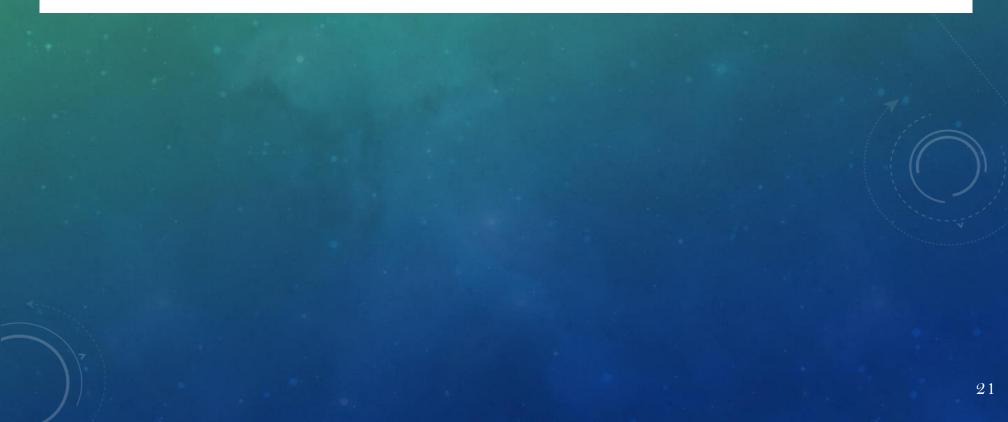
ASSEMBLY

Support Staff and Faculty Strategy 3-1: The College community will develop and implement campus-wide strategies to strengthen the connections across campus, communicate campus information, and improve workplace culture.

- Develop consistent opportunities for staff and faculty feedback
- Develop approaches for staff and faculty recognition including standing campus communications that include success stories, campus accomplishments, student, staff, and faculty recognition
- Review structure for all-campus meetings; to ensure dialogue and discussion, opportunities to build social cohesion, as well as express appreciation, and recognition
- Cultivate a "learning mindset" which encourages professional growth through training and learning experiences
- Develop and conduct leadership development training for staff and faculty
- Create opportunities for mentoring/job shadowing/informational presentations to share department information and increase knowledge of roles across campus
- Create annual calendar of campus social events for staff and faculty; explore method for additional informal social gatherings
- Review personnel policies and procedures, specifically time-off policies

Strategy 3-2: MxCC will continue to evolve its governance model by making adjustments to the model to improve functioning and when prepared, developing by-laws to formalize the model.

- Develop by-laws to support the structure and policies of the governance model
- Develop ongoing methods to evaluate the model (attendance, meeting satisfaction pulse surveys, annual survey) and adjust as feasible



Goal 4: MxCC will continue to invest in and improve our campus facilities and our technology supports.

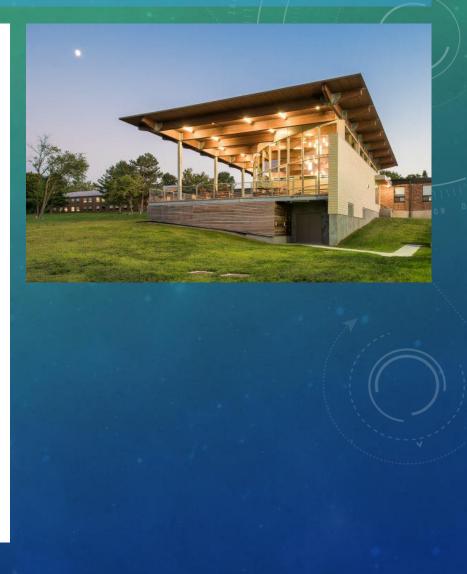
Leveraging Technology

Improving Our Campus



Strategy 4-1: MxCC will continue to improve the campus facilities and spaces.

- Continue to pursue opportunities to revitalize the campus facilities and buildings
- Develop strategies to increase the use of art and color in campus spaces
- Assess ability to create opportunities for fitness on campus (ongoing programs, possible facilities)
- Assess methods to create additional 21st century class room spaces, professional spaces, meeting spaces, and social spaces
- Continue our commitment to being a sustainable institution, acting as a role model for sustainable practices and environmental stewardship



Strategy 4-2: MxCC will leverage and invest in technology to enhance the classroom experience as well as continuously evolve campus-wide systems and processes.

- Within the overall CSCU standards and enterprise network, continuously evaluate MxCC campus systems, foundational hardware and information technology processes against best practices to determine feasibility of implementing newer and more current technologies in academic, administrative, and student services
- Continue efforts to integrate technology into the classroom, to support instruction and classroom collaboration
- Explore and enhance Open Educational Resources and integration into the classroom experience
- Develop training programs for faculty and staff to help address student challenges
- Implement flexible registration platform and implement DegreeWorks

Following the approval of the 2017-2022 Strategic Plan, the Executive Council with input from each of the shared governance assemblies will identify the prioritized set of strategies for the first year of implementation of the plan. In addition, the Executive Council will create a dashboard of metrics to track on a quarterly basis linked to the first year implementation plan. Implementation teams with broad campus representation will be established, where appropriate, to guide and oversee the implementation of key selected strategies.

